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25 MAR 1961

ER 61-2258

**MEMORANDUM FOR:** Deputy Director (Support)  
Deputy Director (Plans)  
Deputy Director (Intelligence)  
Inspector General

**SUBJECT:** Inspector General's survey of the CIA Training Program

In consideration of subject survey and comments by the Deputy Directors, action on the subject recommendations is directed as follows:

1. The Directors of Personnel and Training together with representatives from operating components take a fresh look at the overall problem of clerical usage and make recommendations for a more effective system. This should be followed by an OTR reassessment of the clerical training program.

Approved.

2. DTR adopt for headquarters administrative and career planning purposes [redacted] that adequately reflects the scope and purpose of this [redacted]

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Approved on understanding that this recommendation refers only to a change in name.

3. DTR adopt a three-year tour of duty as standard practice for instructors and schedule replacement at the rate of one-third of the instructor staff annually.

Approved. Operating components to cooperate closely with OTR to make above rotational planning effective.

4. DTR redesignate his Overseas Training Staff to better reflect its expanding function as a clearing house for training doctrine; that its role as a depository and an editorial and coordination staff be negotiated with the Directorates and publicized, including preparation and dissemination of bibliographies under the various security limitations that may apply.

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Approved with action to DTR in close consultation with DDP on defining functions and increasing effectiveness.

5. Curator, Historical Intelligence Collection, collaborate with Chief, Operations School/OTR, to develop and publicize a working collection of open intelligence literature [redacted] which will fully reflect the existence and capabilities of the [redacted]

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Approved with the understanding that action is already underway.

6. DTR experiment with the concept of a board of overseers of senior grade professional officers as a means of improved communication with and indoctrination of consumers, and to promote the development of more effective policies on curriculum and enrollment.

Approved with action to DTR in close cooperation with DDP and DDI with due consideration to the ties between the board of overseers and the forthcoming Career Development Board.

7. The DD/P establish in his office a position of DD/P Training and Doctrine Officer having responsibility and authority for the formulation and implementation of Clandestine Service training policy and development of operational doctrine.

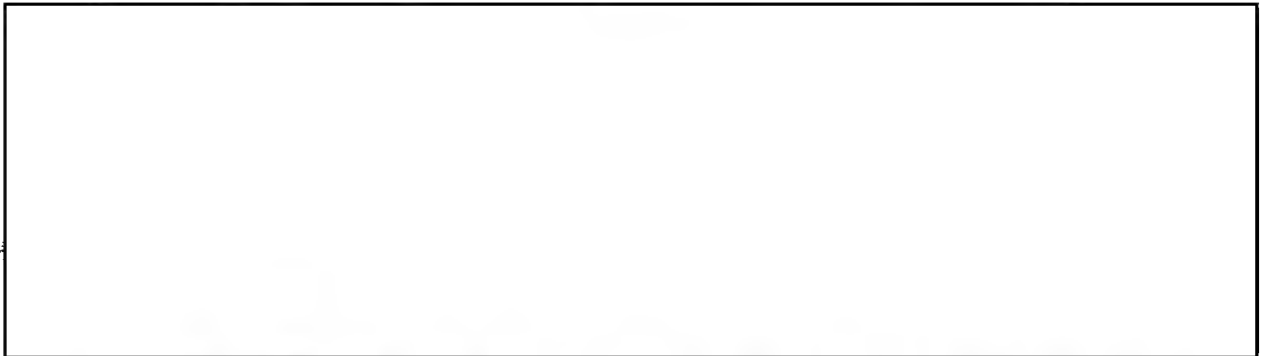
Approved on the understanding that DDP has already established such a position. DDP to consult closely with DTR to explore more fully the relationship between training policy and operational doctrine.

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Disapproved with the understanding that DDP will consult with DTR on training implications of such operations at earliest feasible stage.

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10. The courses on International Communism be given wider publicity and offered to the personnel of other agencies.

Approved with the modification that any adjustment will be made without affecting adversely the training of Agency personnel.

11. The DDP instruct all supervisors to observe, in requesting language training, the principle that training in regular classes is the normal and most effective method, and that resort to tutorial training shall be had only in exceptional cases and where required by security considerations, unavoidable pressure of time, or other valid reason.

Approved.

12. DCI issue instructions that Agency Regulations be amended by adding new provisions (a) directing the Deputy Directors to identify the categories of employees for whom specified degrees of language proficiency are required and to tie these standards of proficiency into promotion practices, and (b) directing the Deputy Directors to identify those positions, or that proportion of positions, in each overseas station which may be filled only by individuals who possess, to the degree specified, the language commonly used in the general area of that station.

Approved with the modification that standards of language proficiency will not be tied into promotion practices. DDS to draft amended Agency Regulation.

13. DCI issue instructions that Agency Regulations be further amended to make language proficiency testing, according to Agency standards, mandatory for all employees who are required to have a language skill.

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Approved. DDS to draft amended Agency Regulation.

14. DDP direct that in all long-range operational planning the implications with respect to possible radical change in requirements as to the nature or extent of language capabilities be carefully considered and that the conclusions reached be regularly and promptly communicated to the DTR.

Approved.

15. DDP to give clearer recognition to the necessity for developing in larger numbers than at the present rate linguistically qualified area specialists.

Approved.

16. The Deputy Directors take such measures as may be necessary to cause all staff employees under their jurisdiction who claim language competence to submit to the Office of Training tests at the earliest practicable moment.

Approved.

17. DDP consider the advisability of placing directly on the division chiefs the responsibility for all scheduling of language training for personnel in the division and for monitoring the timely carrying out of the language training thus scheduled.

Approved with the understanding that the Clandestine Services Career Services Panel have a secondary responsibility for scheduling and monitoring language training which transcends the requirements of a single division or for an employee who seeks language training in an area different from his present assignment.

18. The DDP, as well as the DDI and DDS, strongly recommend to their division chiefs, assistant directors, and other senior officers that they familiarize themselves, through attendance thereat, with the contents [REDACTED]

Approved.

19. DCI establish as Agency policy that all junior professional officers enter Agency employ through the JOTP.

Disapproved.

20. The DTR establish a JOT Selection Panel composed of line officer representation from the three Deputy Directorates together with appropriate representation from the Office of Personnel and Training. The Chief, JOTP, should chair the panel.

Approved.

21. The DTR should give consideration to the feasibility of the use of outstanding public citizens in the panel selection process recommended above.

Disapproved.

22. The DTR arrange for the participation on a rotational basis of line officer representation from the three Deputy Directorates in JOTP placement panels.

Approved.

23. The DTR together with the Director of Personnel take steps to eliminate prejudices that have arisen which tend to assign second class status to DDS and DDI careers.

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Approved on the understanding that such monitoring is already under way and will be continued.

26. The DDI direct that the recruitment and initial training of junior analysts be accomplished through the JOTP; that increased emphasis be placed by the Agency's recruitment facility on the recruitment of JOT's with academic backgrounds suited to DDI needs; that ORR and other specialists recruitments be phased down as production of JOT's increases and generally limited to senior analysts at the Ph. D. level.

Disapproved.

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28. Advanced external training be phased somewhat later in the career pattern, perhaps after the fifth year of duty, to permit maximum play of JOTP and other intelligence preparation during the apprenticeship period.

Disapproved.

29. The DTR be specifically charged with the responsibility of determining under whose auspices non-OTR training will be conducted, and pertinent Agency regulations be amended accordingly.

Approved. DDS to draft amended Agency regulations.

30. DTR review the training records of employees in professional categories who resigned from the Agency during FY 1960, or longer if necessary, to determine if a more definitive policy governing external training is required.

Approved.

31. The DCI authorize the establishment of senior grade positions for selected Training Officers at the Assistant Director or DDP Division Chief level with job qualifications designed to ensure the effective performance of proper training functions.

Disapproved.

32. The DTR initiate an amendment to [ ] which more clearly describes his responsibility to render only advice, guidance, and support to the on-the-job training effort.

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Approved. DD/S to draft amendment.

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Disapproved.

35. The DDP, in the event that his judgment arrived at in the course of such re-examination is that [ ] should be continued, direct [ ] be thereafter administered by DTR, rather than by SR Division.

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Disapproved.

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Approved.

37. The DCI authorize and direct the establishment of a mid-career training course for officers at the GS 12 and -13 level in order to prepare them for broader responsibilities particularly in the field of command, to refresh their motivation in the intelligence service and to broaden their understanding of the interrelationship of Agency functions.

Approved.

38. The DCI authorize and direct that a senior officer program be established to develop more officers capable of formulating and evaluating comprehensively policy concerned with intelligence in the U.S. Government generally in keeping with the outline described above.

Approved with the modification that a senior officer program shall be drafted and submitted for approval rather than established at this time.

Action components will submit progress reports on carrying out the approved recommendations to the Deputy Director, Central Intelligence 90 days from this date.

SIGNED

C. P. CABELL  
General, USAF  
Deputy Director

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Note: returned to IG at request DDCI office: ER 60-9260 Orig (DDI comments DD/S Comments; DD/P comments, numbered ER 60-9685/1 & ER 60-9685; and Cy #2 of IG Survey.

mfb 3/27/61